Gate 3 Report

Readiness for market

Prepared for [insert SRO]

[Investment name]

[Insert date]

The Secretary

Department of Treasury and Finance

1 Treasury Place

Melbourne Victoria 3002

Australia

Telephone: +61 3 9651 5111

dtf.vic.gov.au

Authorised by the Victorian Government

1 Treasury Place, Melbourne, 3002

© State of Victoria 2024



You are free to re-use this work under a [Creative Commons Attribution 4.0 licence](http://creativecommons.org/licenses/by/4.0/), provided you credit the State of Victoria (Department of Treasury and Finance) as author, indicate if changes were made and comply with the other licence terms. The licence does not apply to any branding, including Government logos.

Copyright queries may be directed to IPpolicy@dtf.vic.gov.au

ISBN 978-1-925551-40-2

Published July 2024

If you would like to receive this publication in an accessible format, please email information@dtf.vic.gov.au

This document is also available in Word and PDF format at [dtf.vic.gov.au](http://www.dtf.vic.gov.au)

**Disclaimer:** The contents of this report are confidential and the report is not intended for public release, or for circulation other than to the members of the project steering committee (or equivalent), members of the Department of Treasury and Finance High Value High Risk team, or relevant Victorian State Government Department or agency. A copy of this report may be provided if sought by Cabinet or a Cabinet Committee. If you have received or obtained a copy of this report in error you are required to immediately inform the Senior Responsible Officer (SRO) whose details appear in this report and to either return, delete or destroy the copy in your possession as directed by the SRO.

Contents

[Introduction 1](#_Toc137634821)

[The Gateway Review Process 1](#_Toc137634822)

[1. Report information 2](#_Toc137634823)

[1.1 Review details 2](#_Toc137634824)

[1.2 Review team 2](#_Toc137634825)

[1.3 The purpose of Gateway Review 3 3](#_Toc137634826)

[1.4 Conduct of the Gateway Review 3](#_Toc137634827)

[2. Assurance assessment summary as at [insert date] 3](#_Toc137634828)

[2.1 Project background 3](#_Toc137634829)

[2.2 Review team findings 3](#_Toc137634830)

[2.3 Observations of good practice 3](#_Toc137634831)

[2.4 Red and amber rated individual recommendations 4](#_Toc137634832)

[2.5 Overall delivery confidence assessment 4](#_Toc137634833)

[2.6 Recommendations from the previous Gateway review (Gate 2) and the Recommendation Action Plan 4](#_Toc137634834)

[3. Findings and recommendations 5](#_Toc137634835)

[3.1 Assessment of procurement approach 5](#_Toc137634836)

[3.2 Business case and stakeholders 5](#_Toc137634837)

[3.3 Risk management 5](#_Toc137634838)

[3.4 Review of current phase 5](#_Toc137634839)

[3.5 Readiness for next phase (Tender decision) 6](#_Toc137634840)

[4. Planning for the next Review 6](#_Toc137634841)

[Appendix A – Purpose of Gateway Review 3: Readiness for Market 7](#_Toc137634842)

[Appendix B – Summary of individual Red and Amber recommendations 8](#_Toc137634843)

[Appendix C – Summary of individual Green recommendations 9](#_Toc137634844)

[Appendix D – Interviewees 10](#_Toc137634845)

[Appendix E – Documents reviewed 11](#_Toc137634846)

[Appendix F – Definitions and report use 12](#_Toc137634847)

[F.1 Red Amber Green definition 12](#_Toc137634848)

[F.2 Individual recommendations (criticality) 12](#_Toc137634849)

[F.3 Overall Assessment (Delivery Confidence) 13](#_Toc137634850)

[F.4 Assessment of Project Development and Due Diligence (in transition) 13](#_Toc137634851)

[F.5 Intended use of the Gateway Review Report 14](#_Toc137634852)

# Introduction

## The Gateway Review Process

The Gateway Review Process (GRP) was endorsed by the Victorian Government in March 2003 and aims to assist agencies across the Victorian budget sector achieve better capital investment outcomes and to enhance their procurement processes.

The objective of a Gateway Review is for a team of experienced people, independent of the project team, to review a major asset investment project at a key decision point.

The report of a Gateway Review contains opinion, advice and recommendations about the project it has examined. It will contain information about how a specific agency undertakes and conducts major projects in a competitive environment. It may also refer to the business information of third parties. As such the report is confidential and independent of a project’s approval process.

Because a review is conducted in the course of a project, it will commonly contain sensitive commercial information relevant to that project as it proceeds. Equally, the report will form part of the continuing development and refinement of the Gateway Process and of asset investment across the Victorian public sector. Both the particular project to which the report relates and the Gateway Process as a whole relate to the functions, and commercial interests of the relevant agency and the Government of Victoria.

A Gateway report will be prepared in consultation with an agency’s project team and stakeholders, and will accordingly form part of the ongoing deliberative process of Government in order to assist in the continuing formulation of Government investment and procurement policy.

The report of a Gateway Review Team is not intended for release beyond circulation to the members of the project steering committee (or equivalent) and the relevant portfolio Minister, members of the Department of Treasury and Finance High Value High Risk (HVHR) team, the relevant Victorian State Government department or agency, and to Cabinet or a Cabinet Committee (where sought). Wider circulation could jeopardise the agency’s competitive position in a tender process and hence participation of it and other agencies in the Gateway Review Process, thereby imperilling the quality and frankness of the information provided and therefore the core objective of the process.

**Secretary**

Department of Treasury and Finance

* + 1. Report information
			1. Review details

|  |  |
| --- | --- |
| Version number: | [Insert Draft 0.1,0.2,0.3 or Final 1.0] |
| SRO name:  | [Insert SRO name] |
| Date of issue to SRO:  | [Insert date] |
| Department:  | [Insert name] |
| Agency or PNFC:  | [Insert name] |
| Gateway Review dates:  | [Insert dates dd/mm/yyyy to dd/mm/yyyy] |

* + - 1. Review team

|  |
| --- |
| Gateway Review team members |
| **[Insert name of team leader]** |
| [Insert name of team member] |
| [Insert name of team member] |
| [Insert name of team member] |
| [Insert name of team member] |

* + - 1. The purpose of Gateway Review 3

|  |
| --- |
| The primary purpose of Gateway Review 3 is to confirm the outline business case now that the project is fully defined and ensure that the procurement strategy is robust and appropriate.Appendix A outlines the purpose statement of a Gateway Review 3. |

* + - 1. Conduct of the Gateway Review

|  |
| --- |
| This Gateway Review 3 was carried out from [Insert: Date 1] to [Insert: Date 2] at [Insert: location of review].The stakeholders interviewed are listed in Appendix C.Delete where not applicable: Appendix D shows a list of documents received and reviewed by the review team.[Insert a note of thanks to the SRO and the client team. e.g. The Review Team would like to thank the Client X Project Team for their support and openness, which contributed to the Review Team’s understanding of the Project and the outcome of this review][Insert a note confirming that no departures from the recommended scope of the review as prescribed within the Gateway Review Process Guidance has occurred, or where it has, detail the departure and the reasoning behind the action, e.g. the modified review scope was at the request of DTF’s Infrastructure Division]. |

* + 1. Assurance assessment summary as at [insert date]
			1. Project background

[Insert brief paragraph on the project background]

* + - 1. Review team findings

The Review Team finds that [Insert a brief statement outlining the Review Team’s view of the status of the project].

* + - 1. Observations of good practice

[Insert instances of significant good practice found, especially those that may be transferable to other programs and projects]

|  |
| --- |
| Good practice examples |
|  |
|  |
|  |

* + - 1. Red and amber rated individual recommendations

DTF considers risk management to be an inherent feature of projects, and risks identified through gateway review processes do not substitute the need for strong risk management processes within a project.

All individual recommendations in a Gateway report with either a red or amber rating arising from Gateway reviews 1 to 4, (‘red’ being defined as being critical i.e. action required) are to be reported to the Treasurer outlining the risk mitigation/s.

The Department or Agency are responsible for completing a Recommendation Action Plan (RAP) and submitting it to DTF. The RAP will be used by DTF in its reporting to the Treasurer, in support of the Treasurer’s role in approval processes under the HVHR framework.

The Department or Agency is also required to provide the Gateway review report and any associated RAP to the project Steering Committee (or equivalent governance forum) to provide oversight of all ‘critical’ actionable items. It is also recommended that the Gateway report and any associated RAP be issued to the relevant portfolio Minister.

For a consolidated table of red and amber recommendations, please refer to Appendix B – Summary of individual Red and Amber recommendations.

**Download a Recommendation Action Plan on our website.**

* + - 1. Overall delivery confidence assessment

|  |  |  |
| --- | --- | --- |
| R | A | G |

* + - 1. Recommendations from the previous Gateway review (Gate 2) and the Recommendation Action Plan

|  |  |
| --- | --- |
|  | Yes/No/NA |
| The previous Gateway review report (Gate 2) was provided to the review team. |  |
| The review team considered the previous report during the conduct of the review. |  |
| The recommendations from the last review were appropriately actioned. |  |
| A Recommendation Action Plan (RAP) was prepared as a result of the previous review. |  |
| The RAP was provided to the review team for consideration. |  |
| The RAP has been implemented (where applicable). |  |
| The agency provided a copy of the previous Gateway review report and any associated RAP to the Steering Committee (or equivalent) and the relevant portfolio Minister. |  |

The Review Team finds that [Insert a brief statement commenting on the adequacy of the actions taken in regard to all of the individual recommendations (Red and Amber) from the previous review, and specifically the mitigation responses as identified within a RAP].

* + 1. Findings and recommendations

**A summary of all the individual Red and Amber recommendations can be found in Appendix B. A summary of all the individual** **Green recommendations can be found in Appendix C.**

* + - 1. Assessment of procurement approach

[Insert findings – brief paragraphs setting out key findings. Where appropriate, include recommendations **(in bold text)** relating to individual findings including the Recommended Action (RAG) assessment]

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RAG status |
|  |  |  |
|  |  |  |

* + - 1. Business case and stakeholders

[Insert findings – brief paragraphs setting out key findings. Where appropriate, include recommendations **(in bold text)** relating to individual findings including the (RAG) assessment]

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RAG status |
|  |  |  |
|  |  |  |

* + - 1. Risk management

[Insert findings – brief paragraphs setting out key findings. Where appropriate, include recommendations **(in bold text)** relating to individual findings including the (RAG) assessment]

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RAG status |
|  |  |  |
|  |  |  |

* + - 1. Review of current phase

[Insert findings – brief paragraphs setting out key findings. Where appropriate, include recommendations **(in bold text)** relating to individual findings including the (RAG) assessment]

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RAG status |
|  |  |  |
|  |  |  |

* + - 1. Readiness for next phase (Tender decision)

[Insert findings – brief paragraphs setting out key findings. Where appropriate, include recommendations **(in bold text)** relating to individual findings including the (RAG) assessment]

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RAG status |
|  |  |  |
|  |  |  |

* + 1. Planning for the next Review

As part of participation on project governance arrangements, DTF requires agencies’ Project Assurance Plans to capture the key gateway review milestones, including organising reviews in a timely way. This should take into account the readiness of the agency for the review.

According to the project’s current schedule, the next Gateway review, *Gate 4 Tender decision* should occur [Insert appropriate month and year and rationale].

The Department should confirm the requirement and timing for the next review approximately eight to 10 weeks prior to the above date.

Should there be any significant changes to the project schedule that would alter the date above, please notify the Gateway Unit.

# Appendix A – Purpose of Gateway Review 3: Readiness for Market

At a high level, Gate 3 is aimed at assisting the SRO by:

* confirming the business case, and change control register, when the project is fully defined
* confirming the objectives and desired outputs of the project remain aligned with the program to which it contributes
* ensuring the procurement approach is robust, appropriate and has obtained the necessary sign-off
* ensuring the project’s plan is appropriately detailed and realistic including the contract management strategy
* ensuring the project controls and organisation are defined, financial controls are in place and resources are available
* confirming funding availability for the whole project
* confirming the development and delivery approach and mechanisms remain appropriate and manageable
* checking the supplier market capability and track record for existing supplier’s capability and performance, is fully understood
* confirming the procurement or acquisition approach will underpin good client-supplier relationships
* confirming that the procurement plan aligns with and has been developed in consideration of the agencies’ Social Procurement Strategy and the project/program’s Social Procurement Plan
* confirming appropriate project performance measures and tools are being used
* establishing the level of Project Development and Due Diligence (PDDD) analysis that has been undertaken and evaluate its appropriateness
* confirming there are plans for risk management, business and technical issue management and these plans will be shared with suppliers and/or procurement partners
* confirming quality procedures have been applied consistently since the previous review
* confirming internal organisational resources and capabilities will be available, as required, for future phases of the project
* confirming the stakeholders support the project and are committed to its success
* for a procurement project, confirming there is an appropriate procurement plan in place to ensure compliance with legal requirements and all applicable Victorian Government Purchasing Board rules; while meeting the project’s objectives and keeping procurement timescales to a minimum
* for IT-enabled projects, confirming compliance with IT and information security requirements and standards
* for construction projects, confirming compliance with health and safety, and sustainability requirements.

# Appendix B – Summary of individual Red and Amber recommendations

For Gates 1 to 4, this table can be used by the project to inform their preparation of their Recommendation Action Plan.

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RAG status |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Appendix C – Summary of individual Green recommendations

|  |  |  |  |
| --- | --- | --- | --- |
| Recommendation # | Recommendation (Suggestion / Lessons Learnt) | RAG status | Potential Benefit (e.g. Time, Cost, Quality, Other including Social and Environmental) |
| 1 | Example 1: Refer to project x team who recently installed a hundred prefabricated accommodation modules. | Green | Site Impact reduction on a sensitive environmental site. |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# Appendix D – Interviewees

|  |  |
| --- | --- |
| Name | Role |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

# Appendix E – Documents reviewed

|  |
| --- |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |

# Appendix F – Definitions and report use

F.1 Red Amber Green definition

There are two levels of Red Amber Green (RAG) status for a project that must be given, using the colour-coded indicators Red, Amber or Green, as described below. These include:

* + - Red (Critical and Urgent) and Amber (Critical, non-urgent) and Green (Project would benefit from uptake) for individual recommendations;
		- Red, Amber or Green Delivery Confidence assessment for the overall project.

F.2 Individual recommendations (criticality)

Recommendations should be made in relation to all risks identified during the review that have the potential to materially impact on the successful delivery of the project.

It should be noted that risk management is an inherent feature of projects, and risks identified through gateway review processes do not substitute the need for strong risk management processes within a project.

Individual recommendations are classified as either, Red Amber or Green as detailed below:

|  |  |
| --- | --- |
| Red | Critical and urgent, to achieve success the project or program should take action on recommendations immediately. |
| **Amber** | **Critical but not urgent, the project or program should proceed, with action on recommendations to be addressed before further key decisions are taken.** |
| **Green** | **The project or program is on target to succeed but may benefit from the uptake of recommendations.** |

Green recommendations are effectively ‘suggestions’ for the consideration of the project or program team. They may be based on observations from the review or ‘Identified Lessons Learnt’ from relevant projects for consideration.

F.3 Overall Assessment (Delivery Confidence)

An Overall Assessment (Delivery Confidence) is also required for each review based on the definitions below. When determining the Overall Assessment, the Review Team should refer to their own judgement/expertise to determine the most suitable Delivery Confidence rating.

|  |  |  |
| --- | --- | --- |
| Overall report | Overall report | Overall report |
| Successful delivery of the project to time, cost and quality appears highly likely. | Successful delivery appear feasible but significant issues already exist, requiring timely management attention. | Successful delivery of the project to cost, time and/or quality does not appear achievable. |
| There are no major outstanding issues that at this stage appear to significantly threaten delivery. | These issues appear resolvable at this stage and if addressed promptly, should not impact on cost, time or quality. | The project may need re‑baselining and/or the overall viability reassessed. |

**Delivery confidence**

F.4 Assessment of Project Development and Due Diligence (in transition)

***The concept of a PDDD assessment rating is being progressively introduced into the Gateway Review Process. It is not mandatory for all reviews. The Office of Projects Victoria (OPV) will advise which reviews it is applicable for in advance of the planning session.***

One important element to consider when assessing the readiness for market is whether an appropriate level of Project Development and Due Diligence (PDDD) has occurred. The successful execution and performance of a project depends on the quality of its PDDD, which refers to the specific technical and planning analysis that may be conducted for a project at each stage of its lifecycle.

Gateway Review teams are expected to assess the extent and adequacy of due diligence conducted by project teams by evaluating documents and evidence that describe what PDDD activities have been completed and to what degree their findings have been translated into identifiable or quantifiable project risks. This should also consider why PDDD was not conducted for any PDDD elements. For this assessment, the review team should not be concerned with the PDDD findings as much as whether it has been conducted and quantified into risks.

Gateway Review teams will form an overall view of the PDDD assessment on how well PDDD findings have been incorporated into the risk assessment and the development of the project. The level of PDDD analysis may be scaled according to the risk profile and value of the proposal in accordance with the PDDD Guidelines available on the DTF website.

The review team will rate the extent to which PDDD has appropriately been considered as below:

|  |
| --- |
| **PDDD Rating** |
| There is evidence of effective PDDD for this stage of the project. Relevant issues have been incorporated into the project risk profile and mitigation/management strategies developed. There is little more that could reasonably be done at this stage of the project to provided certainty of project scope definition, risk allocation and benefits realisation. | There is some evidence of PDDD for this stage of the project; however, some gaps in the analysis are evident or analysis has not been fully translated into the project risk profile. Mitigation/management strategies have not been fully developed, leaving some questions over certainty of project scope definition, risk allocation and benefits realisation. | There is little to no evidence of PDDD for this stage of the project. The project risk profile does not reflect potential PDDD risks or issues. |

***Please contact OPV (Robert Abboud, Executive Director*** ***Robert.Abboud@opv.vic.gov.au******) for PDDD related enquiries.***

F.5 Intended use of the Gateway Review Report

From July 2021, SROs are required to distribute Gateway review reports and associated RAPs to project steering committees or the equivalent project governance forum. It is also recommended that the SRO issue the Gateway report and any associated RAP to the relevant portfolio Minister.

The tracking of red and amber-rated recommendation actions, including the status of relevant Ministerial briefings, is to be undertaken both as part of project governance arrangements for the project, and also as performed by the Department of Treasury and Finance in accordance with its responsibilities under the High Value High Risk Framework.

The Department of Treasury and Finance will continue to report to the Treasurer on red and amber rated‑ actions and Recommendation Action Plans in support of the Treasurer’s role in approval processes under the HVHR framework.